Decision Making

and

Problem Solving

“Houston”

or

“CG Station Always Ready”…

We’ve got a Problem!!

Objectives

- Define Decision Making & Problem Solving
- Discuss Decision Making
- Discuss Problem Solving
- Define, Discuss and use a Roadmap and the FADE model to solve a problem.

Decision Making & Problem Solving

Leaders identify and analyze problems; use facts, input from others, and sound reasoning to reach conclusions; explore various alternative solutions; distinguish between relevant and irrelevant information; perceive the impact and implications of decisions; and commit to action, even in uncertain situations, to accomplish organizational goals. They evaluate risk levels, create risk control alternatives, and implement risk controls. Successful leaders are able to isolate high-importance issues, analyze pertinent information, and involve others in

Decision Making

- There are typically three kinds of decisions made:
  - Leader Made or Unilateral
  - Leader Made with Input
  - Group / Team
- All are valid, none are wrong; however, each has its advantages and disadvantages, its time and place

Decision Making

- Leader Made / Unilateral

<u>Advantages</u>

- More decisions
- Shorter period of time
- Best in urgent situations

<u>Dis-advantages</u>

- Lone perspective
- Lack of commitment by those affected
- Potential

Decision Making

- Leader Made with Input

<u>Advantages</u>

- Group more motivated
- More ideas considered

<u>Dis-advantages</u>

- Takes more time
- Group may not have the necessary experience to provide input

Decision Making

- Group / Team

Advantages	Dis-advantages
• Group buy-in and commitment • Most ideas considered • Ease of implementation	• May take even more time • May uncover issues that aren't discussable

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What kind of decision should be made?

Problem Solving Roadmap

- Focus
- Analyze
- Develop
- Execute

http://cgweb.comdt.uscg.mil/g-cqm/Quality Intregration/PIG.3rdEd.pdf

Problem-Solving "Focus"

- Review and organize the project.
- Describe the problem
  - Current State (How things are)
  - Desired State (How things should be)
  - Difference is the problem
- Align with the sponsor or stakeholder.

Problem-Solving “Analyze”

- Gather data about the problem.
- Determine the root cause(s) of the problems
- Update sponsor or stakeholder on status.

Problem-Solving “Develop”

- Choose solutions to address the Root Causes.
- Identify documentation to justify recommended solutions.
- Gain approval of the solutions from sponsor or stakeholders.

Problem-Solving “Execute”

- Develop an implementation plan.
- Implement solution(s).
- Advise sponsor or stakeholders on the impact of the implemented solutions.

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How do we solve this problem?